

FY07 SOMERVILLE BUDGET HEARINGS

SomerStat Department

Stephanie Hirsch



1. SomerStat Mission

Meetings Program: SomerStat supports collaboration and use of analytical tools to help City departments solve problems quickly, improve service delivery over time, and implement innovation.

Project Management & City Capacity Building: SomerStat manages or supports multi-department projects that increase the City's ability to deliver high quality services.

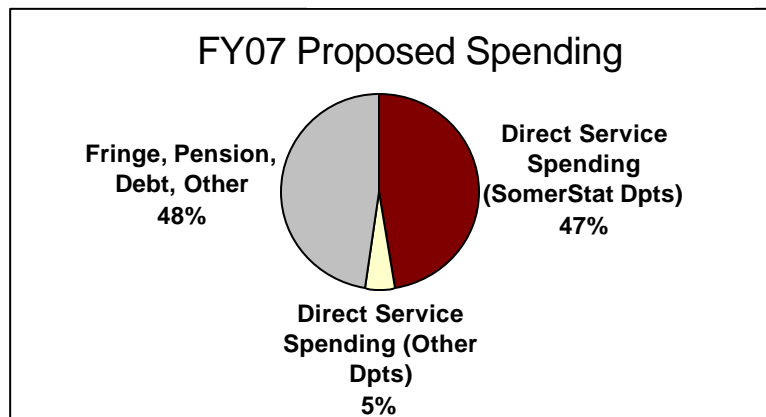
2. SomerStat – FY06 Accomplishments & Initiatives

Expanded SomerStat Meetings Program

- Expanded meetings program to include Rec & Youth, Library, Health, ISD, and Capital Projects.
- By FY07, SomerStat Program departments will account for 91% of the City's direct spending. **Added in FY06***

To be added in FY07

Department	First Meeting	Frequency
Traffic & Parking	9/23/2004	Monthly
Public Works	9/29/2004	Bi-weekly
Police	10/21/2004	Bi-weekly
Fire	10/27/2004	Monthly
IT	11/4/2004	Monthly
Personnel	11/9/2004	Monthly
Environmental	3/31/2005	Monthly
Constituent Services	4/28/2005	Monthly
Recreation & Youth	7/27/2005	Monthly
Library	9/14/2005	Bi-monthly
Health	9/27/2005	Monthly
Inspectional Services	10/5/2005	Monthly
Capital Projects	4/1/2006	Monthly
OSPCD	TBD	TBD
City Clerk	TBD	TBD
Finance		
Law		
Council on Aging		
Veterans		
Grants Administration		
Elections		
Communications		
Arts Council		



3. SomerStat – FY06 Accomplishments & Initiatives

Expanded SomerStat Meetings Program, *Continued*

- Maintained a citywide database of open tasks across 20 departments and for 59 individuals.
- Briefed the Mayor daily on open issues and reported to individuals and departments weekly.

SomerStat Project Update		Friday, June 16, 2006 9:14:02 AM	
T&P			
Customer Service		2. Service Data	
Evaluate options regarding meter card sales. Somerstat has been surveying other cities. T&P met with card technicians on 10/26. (10/28) Initial cards have been ordered. What policy decisions need to be made? Update 12/15: Will have final cost of cards by next meeting. Update 1/6: \$4 per card, \$950 for recharger. Update 1/14: Jim to meet with Ed to resolve how the cards can be purchased. Mayor requests implementation ASAP. Update 1/26: Made design decision. Update 2/9: Purchasing should receive final quote soon. Within two months, T&P should be ready to start program in some meters w/July 1 complete implementation. Initial order is 4,025 and purchasing is working out final contract. Update 3/17/06: Contract has just been finalized. The initial order will take about six weeks from now to delivery (around 4/21/06). Prior to selling cards at the end of April, the meters need to be reprogrammed from a token-type of card to a debit-time card. Update 4/14: On target for July 1st launch. Update 5/9: Cards delivered 5/8. Working with Tom on an announcement of new system. Need to install card reader. On target for July 1 launch.		T&P10.11.05 In Progress	Report On 11/7/2005 Person: KOTZUBA
Kotzuba Hirsch			
Determine cost of giving 311 access to ACS to look up tickets, and thus reduce calls/traffic to T&P. Update 4/21: Cost is \$8,000 to \$10,000.		T&P4.10.06 In Progress	Report On 6/1/2006 Person: MURPHY
Murphy Kotzuba			
Include report on how permits-by-mail has gone this year in future SomerStat meeting.		T&P4.10.06 In Progress	Report On 6/1/2006 Person: HIRSCH
Hirsch Kotzuba			
Install IDPCS system at T&P to permit queuing of callers. Update 5/9: This is a long time off. First the system needs to be upgraded. This will take a couple of months.		T&P4.10.06 In Progress	Report On 6/1/2006 Person: O'DONOVAN
Kotzuba O'Donovan			
Look into possibility of adding seasonal wages in FY07 T&P budget for busiest customer service times of year. Estimate impact on wait times.		T&P4.10.06 In Progress	Report On 6/1/2006 Person: KOTZUBA

4. SomerStat – FY06 Accomplishments & Initiatives

Expanded SomerStat Meetings Program, *Continued*

- By facilitating problem-solving, collaboration, and follow-up, the SomerStat process helped move along citywide accomplishments.

Examples of Collaborative Initiatives Supported by SomerStat		
Initiative	Realized or Potential Savings or Revenue to City	Key Dpts
Renegotiation of Waste Management Contract	\$7.7 million over ten years.	Law, Mayor's Office
Commercial trash collection enforcement week.	\$25,000	DPW
False alarm ordinance violation enforcement.	TBD	Law, SPD
Preparation for ESCO contract.	Anticipate as much as 5% (approximately \$250,000) of the City's annual \$4.85 million energy budget will be freed for investment in City infrastructure.	Environmental, DPW, Mayor's, Purchasing
Collection on outstanding City contract for towing services.	\$65,000 in outstanding bills due	Purchasing, SPD

5. SomerStat – FY06 Accomplishments & Initiatives

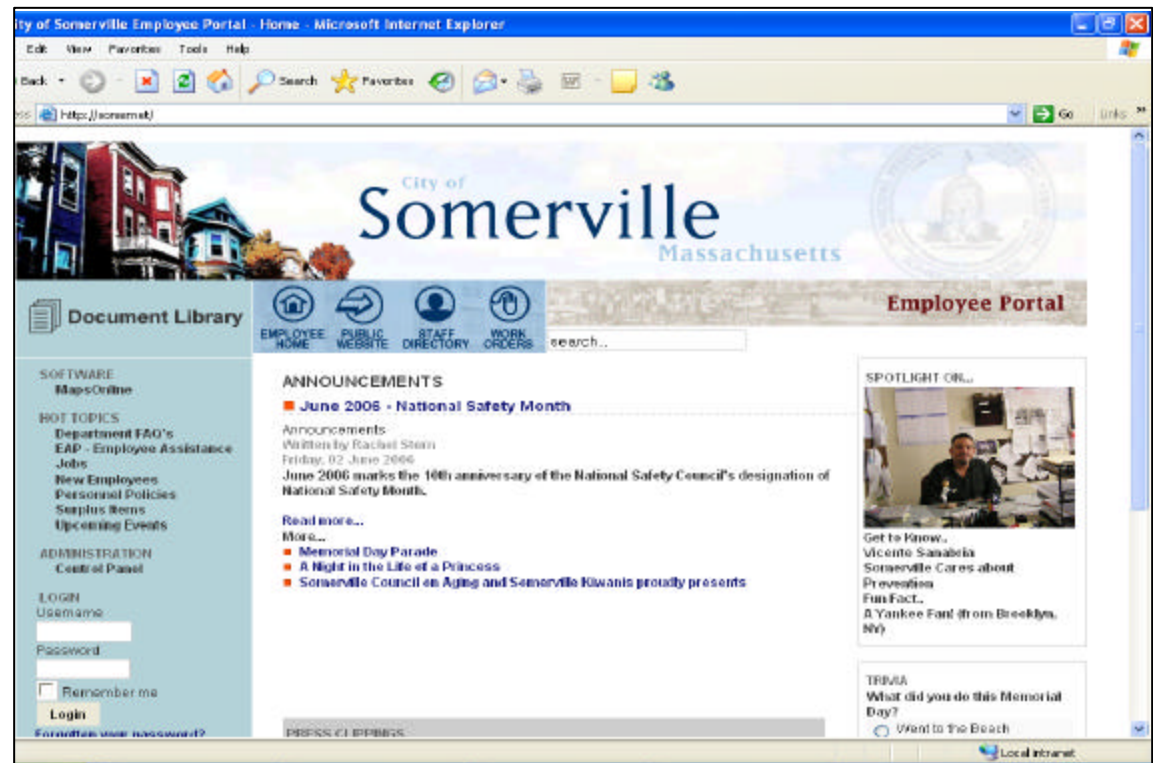
Managed Citywide Projects

- Managed Early Stages of Rollout of 311
 - Managed creation of 311, working with IT, the Mayor's Office, and DPW.
 - Selected and began configuring software; Defined Department scope; and Hired first Director.
- Supported Somerville Police Department Reform Efforts
 - Staffed the Police Advisory Group meetings last summer.
 - Assisted SPD with analytical work as they developed their reorganization plan.
- Developed Scope of Environmental Programs Department
 - Coordinated the preliminary definition of the scope of the Environmental Programs Department, working with Vithal Deshpande, the Climate Action Commission, and the Mayor's Office.

6. SomerStat – FY06 Accomplishments & Initiatives

Continued Key Support Functions

- Developed FY07 Program Budget
 - Refined and extended the City's program-based budget in conjunction with the Finance Dept. and a group of students from the Kennedy School of Government.
- Maintained Intranet
 - Maintained the City's employee intranet, which provides a central repository of policies and procedures and supports citywide interdepartmental communication.



7. SomerStat – FY06 Accomplishments & Initiatives

Solicited Feedback by Administering Surveys

- Conducted staff and department head surveys.
- Managed selection and oversight of a contractor to administer the citizen survey.
- Used results to plan improvements with Mayor's staff and department heads.

Q1. Overall, would you say that the City of Somerville is moving in the right direction or the wrong direction?

- [01] Right direction
- [02] Wrong direction
- [97] Don't know (do not read)
- [98] Refused (do not read)

Q1a. In thinking about whether Somerville is moving in the right direction or the wrong direction, what issues are most important to you?

Q2. Compared to other places you have lived in or know well, would you say that Somerville is better, worse, or about the same?

- [01] Better
- [02] About the same
- [03] Worse
- [97] Don't know (do not read)

Q2a. [If Q2 = 01] Why do you say that Somerville is better? (Open Ended)

Q2b. [If Q2 = 03] Why do you say that Somerville is worse? (Open Ended)

Q3. How do you rate Somerville as a place to live where 1 is not a great place to live and 5 is a great place to live? [1 to 5 scale]

8 SomerStat – FY06 Accomplishments & Initiatives

Brokered Relationships with External Partners

- Hosted guests to SomerStat meetings and presentations:
 - Sam Tyler from Boston Municipal Research Bureau
 - “Stat” Project Leader from Performance and Innovation Unit of the Scottish Executive
 - Harvard Professor and “Stat” expert Robert Behn
 - Boston City Council President Michael F. Flaherty and staff
 - 16 city managers from Ireland and Northern Ireland
 - Representatives from the Rappaport Institute
 - Italian visiting scholar Francesco Longo from Harvard
 - Team from MIT Sloan School of Management
 - Amesbury Mayor
 - “Stat” Project Manager from San Francisco Mayor’s Office
 - City of Waltham (upcoming)
 - Department of Conservation and Recreation (upcoming)
 - City of Haverhill (upcoming)
- Presented on management initiatives at:
 - Brookline Board of Selectmen retreat
 - New Mayor’s seminar at KSG
 - MMA Conference
- Responded to inquiries on SomerStat from:
 - Metropolitan Area Planning Council
 - Minneapolis Mayor’s Office
 - Philadelphia SchoolStat Staff
- Collaborated again with KSG professor Linda Bilmes in FY07 Budget completion, subject of forthcoming Harvard teaching case study, to be published nationally.
- Submitted Better Government Competition proposal.
- Received second Rappaport Fellow this summer.

9. SomerStat – FY06 Accomplishments & Initiatives

Brokered Relationships with External Partners, *Continued*

- Press Quotes:

*“On a recent visit, I watched as a host of city officials – including Police Chief Robert Bradley, police officers, other department heads, and the mayor – spent an hour going through a detailed checklist of police department projects and plans with SomerStat director Stephanie Hirsch. ... The intense, fast-moving session is held every other week. Despite the time it consumes, it seems worth the effort. The police department, for instance, had faced \$1 million deficit this year. Now it’s close to zero. And the way that happened – for example, by increasing attendance incentives to school crossing guards so that more costly police officers did not have to show up in their place – speaks of an interdepartmental win-win approach that is rare to find in local government.” – Thomas M. Keane Jr., **“MODEL CITY; SOMERVILLE”**, The Boston Globe, May 14, 2006.*

*“So as Lowell looks for a new chief executive officer, it appears the rules of governing cities are changing. And it can't come quickly enough. ... Local government needs to find more efficient ways to operate. It looks like Somerville is ahead of the curve on that score.” – Kendall Wallace, **“LOWELL COULD LEARN A THING OR TWO – FROM SOMERVILLE?”** Lowell Sun, May 21 2006.*

10. SomerStat – FY07 Goals

In addition to continuing support for existing projects, SomerStat plans the following initiatives for FY07:

Expand SomerStat Meetings Program

- Include SPCD in SomerStat Program.
- Add at least one other department, potentially City Clerk.

Assist with IT Projects

- Assist IT in roll out of work order system.
- Assist in implementation of licensing database project.

11. SomerStat – FY07 Goals

Develop and Begin Implementation of Customer Service Plan

- SomerStat's current Rappaport Fellow, Rebecca Haessig, is developing an evaluation of customer service (phone, walk-in, mail, web) citywide, to recommend a multi-year improvement plan by summer's end.
- Our goal is to identify grant funding for the next stage of project development and implementation.

Customer Service Project		
Week	Step	Details
1 (June 1 st – 9 th)	Best practices & methodology review.	<ul style="list-style-type: none">• Review and summarize best practices for customer service in the public and private sectors, including best practices for assessing customer service (e.g. exit surveys, people counter, mystery shoppers).• Prepare methodology and timeline for assessing current customer service activities in City departments.• Prepare draft of memo that Mayor should send out to department heads on your plans before you contact the departments.• Make brief presentation at a department head meeting (e.g. 6/13 meeting) on plans for assessments.• Take a look at citizen survey data relevant to customer service.
2-5 (June 12 th – July 14 th)	Assessments	<ul style="list-style-type: none">• Arrange a meeting with each relevant department head and staff to walk them through what you'll be doing to assess their department and how you'll be using the results.• Evaluate customer service in the City (see list of steps below).• Consider hosting focus groups of constituents, using contact information from the citizen survey.• Determine with Mayor, Janice, and Sean a way to report on your findings to Department Heads, realizing there will be sensitivity to findings. Perhaps present at SomerStat meetings.
6-10 (July 15 th – Aug. 14 th)	Recommendations	<ul style="list-style-type: none">• Through focus groups with constituents, brainstorming sessions with Department Heads and front-line staff, strategy sessions with the Mayor's staff, and reference to your research, develop recommendations on a multi-year plan of customer service improvements.• Identify possible grant funding (e.g. Boston Foundation) and external partners for implementing customer service reforms. Look for ways an initiative could get regional and/or national attention.• Develop an estimate of the possible cost and/or savings of the initiatives, including costs associated with staffing, software, and facilities.

12. SomerStat – FY07 Goals

Develop Improvement Plans in Response to Survey Data

- Using Citizen, Staff, and Department Head survey results, SomerStat will conduct follow-up assessments (e.g. focus groups) of problems areas.
- SomerStat will work with relevant departments to develop improvement plans.

City of Somerville Resident Survey – Preliminary Results Program Outcome Measures	
<i>Percent of residents surveyed expressing an opinion who.....</i>	
Arts Council	
Feel that the arts in Somerville is important to the City's economy, identity, and sense of community	89%
City Clerks Office	
Are satisfied with the customer service they receive from the City Clerk's Office	73%
Constituent Services – 311	
Have heard about the 311 line	47%
Are satisfied with the customer service they receive from 311	77%
DPW	
Are satisfied with street cleaning	75%
Are satisfied with snow removal	60%
Are satisfied with garbage collection	80%
Are satisfied with yard waste pick-up	73%
Are satisfied with the appearance and maintenance of parks	62%
Are satisfied with the overall appearance of Somerville	57%
Are satisfied with the customer service they have received from the Water/ Sewer Department	68%
Are satisfied with the customer service they have received from DPW	69%

13. SomerStat – FY07 Proposed Changes

Shared Position with SPCD

- A second senior analyst, Katie Brillantes, will be paid for in part by SPCD.
- This will allow for expansion of SomerStat-type practices to SPCD.